

**HOUSING AUTHORITY OF BALTIMORE
CITY**

**Moving To Work Program
Annual Plan for Fiscal Year 2011
Volume 1**

**Approved by the Board of Commissioners April 13, 2010
Approved by HUD August 20, 2010
Plan Amendment #1: January 11, 2011**

Table of Contents

I. Introduction and Overview.....	0
II. General Operating Information.....	4
A. Housing Stock Information.....	4
1. Public Housing Inventory	4
2. Section 8/Housing Choice Voucher Program Inventory	6
3. Capital Planning Expenditures.....	7
4. Neighborhood Development Activities and Expenditures	11
B. Leasing Information - Planned.....	18
1. Public Housing Projected Leasing	18
2. Section 8/Housing Choice Voucher Program Projected Leasing	18
C. Waiting List Information	19
III. Non-MTW Related Information	21
A. Planned Sources and Uses of Other HUD Funds Excluding HOPE VI	21
B. Planned Sources and Uses of Other Non-MTW Funds	23
C. Description of Non-MTW Activities	25
1. Public Housing.....	25
2. Housing Choice Voucher Program	29
3. Resident Services	31
IV. Long-Term MTW Plan.....	36
V. Proposed MTW Activities.....	38
VI. Ongoing MTW Activities	41
VII. Sources and Uses of Funding.....	46
A. Planned Sources and Uses of MTW Funding.....	46
B. Planned Sources and Uses of State and Local Funds	49
C. Planned Sources and Uses of Central Office Cost Center	51
D. Local Asset Management Plan.....	51
E. Single Fund Flexibility	51
VIII. Administrative.....	52

I. Introduction and Overview

The Housing Authority of Baltimore City (HABC) entered into a ten-year Moving To Work Agreement (MTW Agreement) with the US Department of Housing and Urban Development (HUD) effective as of December 24, 2008. Through a previous agreement between HUD and HABC, HABC has been a full participant in the MTW program since 2005.

MTW is a national demonstration program authorized by Congress which gives HABC the flexibility to waive certain statutes and HUD regulations pertaining to the Public Housing and Housing Choice Voucher (HCV) programs. The MTW statutory objectives include the following:

- 1) Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- 2) Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,
- 3) Increase housing choices for low-income families.

The MTW activities undertaken and/or planned by HABC are all designed to promote one or more of the statutory objectives.

This document is the MTW Annual Plan for Fiscal Year 2011, which is the period from July 1, 2010 to June 30, 2011. HABC is required to prepare this Annual Plan in conformance with the specifications of HUD Form 50900 “Elements for the Annual MTW Plan and Annual MTW Report”. For purposes of this document and the required submission to HUD, an “MTW activity” is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements.

In order to provide the public and HUD with a more detailed view of HABC’s overall plans and strategies, this Annual Plan includes discussions of both MTW activities and other activities which do not specifically require MTW authority to implement. It also references and details proposed changes to both the HCV Administrative Plan and the public housing ACOP (Admissions & Continued Occupancy Policies). Copies of both the proposed revised Administrative Plan and the ACOP were made available for public review and comment.

HABC made the Fiscal Year 2011 MTW Annual Plan available for public review and comment, along with the proposed revised Administrative Plan and ACOP. Copies of these documents were available at HABC’s main offices, the Enoch Pratt Free Library and on the website at www.baltimorehousing.org beginning February 26, 2010. A public hearing was held on March 29, 2010 at 201 N. Aisquith Street, Baltimore MD 21202. HABC reviewed and considered all comments that were received no later than March 29, 2010.

Overview of FY 2011 Objectives and Activities

HABC’s goals for the current and future years of the MTW Demonstration include supporting neighborhood revitalization, reducing administrative costs and promoting resident economic self-sufficiency. During Fiscal Year 2011, HABC intends to work towards these overarching goals

by undertaking a broad range of housing, capital improvement, resident services and development activities as described in this Plan. Major initiatives and objectives for the year ahead include:

- Public Housing Occupancy – HABC will achieve a 97.2% adjusted occupancy rate in its public housing developments. An initiative to promote economic self sufficiency started this year at Gilmore Homes will be expanded to another site.
- Leased Housing Lease Ups – HABC will be providing housing subsidy assistance to or administering programs for a total of 15,191 households:
 - 12,207 regular MTW tenant and project based vouchers;
 - 1,841 MTW tenant and project based vouchers under the Thompson Consent Decree;
 - 370 Section 8 Moderate Rehab vouchers (non-MTW); and
 - 1,137 vouchers under the New Construction and Substantial Rehab programs (non-MTW).
- Capital Planning – HABC will continue its aggressive program of capital improvements and development activities, including obligating funds recently made available under the American Recovery and Reinvestment Act (ARRA). HABC projects expenditures of approximately \$88.7 million in the coming year. With ARRA funds, HABC plans to substantially renovate 50 long-term vacant units this year in the scattered site portfolio. Other work involves elevator upgrades, waterproofing and tuck pointing, electric meter installations and major water line repairs. With the success of over \$33.4 million in ARRA Competitive funds, HABC will also be able to increase their Energy Conservation Program, continue with the renovation of Scattered Sites to support City neighborhood transformation and to provide additional community space for elderly and disabled support service providers.
- Development Activities - HABC, in conjunction with the City of Baltimore will continue its ten year plan to develop approximately 3,080 housing units, including approximately 1066 low-income rental units to replace severely distressed units in its current inventory. Many of the units will be developed using the mixed finance development method, and all units will be developed to create economically diverse, stable neighborhoods. MTW single fund flexibility is a key ingredient of HABC's development program.
- Portfolio Strategic Planning –HABC will develop a strategic plan for the public housing portfolio that will provide a framework and roadmap for future investments and development activities. With input from residents and other community stakeholders, HABC will conduct a comprehensive review of its assets including analyzing capital needs, waiting list demand, development potential and other relevant factors. In tandem, both traditional and non-traditional sources of funding will be assessed including identifying ways in which MTW flexibility can be used to leverage and support reinvestment in HABC developments.
- Resident Services – HABC plans to serve over 5,000 households through a wide array of self sufficiency, personal development and supportive service program offerings. In FY 2011, a new Targeted Unemployment Initiative will be implemented to assist

unemployed residents to obtain jobs through a comprehensive program of supportive services.

Other FY 2011 objectives which utilize HABC's MTW flexibility and which promote one or more of the MTW statutory objectives will include:

- Gilmore Homes Demonstration – A pilot program that incorporates modified rent policies, work and savings incentives and enhanced self-sufficiency services.
- Risk Based Inspections – HABC will complete implementation planning for a risk-based inspection program of leased Housing Choice Voucher units.
- Two-Year Recertifications – Under MTW, HCV households will continue to be recertified every two years. In FY 2011, two-year recertifications for public housing households will continue to be phased in, beginning with seniors and households on fixed incomes.
- Family Self Sufficiency – HABC will continue to implement FSS activities that provide supportive services and family savings for both public housing and HCV residents.
- Project Based Vouchers – An estimated 207 additional housing units will be leased under HABC's PBV program.
- Homeownership – Ongoing efforts to promote homeownership for public housing residents and other low-income households will continue through HABC's Homeownership Plan.

Required information on ongoing and newly proposed MTW activities is incorporated into the remaining chapters of the Annual Plan.

II. General Operating Information

This section of the Annual Plan provides required information on HABC’s current inventory, projected leasing activities and waiting lists for both the Public Housing and HCV programs. It includes details on planned changes to the housing stock as a result of new development, demolition and disposition efforts. Planned significant capital expenditures are also summarized in this section.

A. Housing Stock Information

1. Public Housing Inventory

As of March 2010, HABC’s existing public housing inventory includes 11,944 units, of which 10,709 are available for occupancy. A total of 10,332 households currently reside in public housing – an adjusted occupancy rate of 96.5%. Table 1 provides details on HABC’s existing MTW public housing inventory and leasing as of March 2010. Because of the MTW Agreement requirement to submit the Annual Plan 75 days prior to the end of the fiscal year, the numbers provided as of March 2010 serve as a proxy for its anticipated inventory at the beginning of the year.

**Table 1:
Public Housing Inventory and Occupancy March 2010**

BR Size	Total Units	Available for Occupancy*	Occupied as of March 2010	Adjusted Occupancy Rate as of March 2010
OBR	1,345	1,219	1,185	97.2%
1BR	3,838	3,586	3,500	97.6%
2BR	3,497	3,309	3,173	95.9%
3BR	2,219	1,889	1,843	97.6%
4BR	761	563	494	87.7%***
5BR	236	119	118	99.2%
6BR	48	24	19	79.2%***
TOTAL	11,944	10,709	10,332	96.5%

*Available for occupancy figures exclude units that are vacant and exempt consistent with 24 CFR 901.5. These exempt units include units: a) undergoing or identified to undergo renovation and/or vacated due to a consent decree mandated alterations; b) undergoing or identified to undergo modernization; c) approved for deprogramming (disposition or demolition); d) approved for non-dwelling purposes; e) lost due to reconfiguration.

** Adjusted occupancy rate reflects the percentage of units that are available for occupancy that are actually occupied.

*** The majority of the four bedrooms are long-term vacant units located at Mt. Winans. HABC is reviewing options for addressing these units. As for HABC’s 6-bedroom units, occupancy rates are low because there is a lack of demand for units this large. In FY 2011, HABC will focus on transferring residents who are under-housed in FY11 in an effort to increase the occupancy rate amongst these larger bedroom units.

During Fiscal Year 2011, HABC anticipates changes to its existing public housing inventory as a result of acquisition/development of units in the mixed finance portfolio and the demolition or

disposition of obsolete units. All HABC public housing units are included in the MTW Block Grant.

Table 2 identifies units projected to be added to the public housing inventory in FY 2011. Note that the bedroom size distribution is an estimate. HABC projects that a total of 67 public housing (ACC) units will be added to the inventory in FY 2011. Additional information on these new units is found in the Capital Plan section below.

**Table 2:
Projected New Public Housing Units for FY 2011**

Table 2: MD002000123 – Thompson 22

Structure Type	1 BR	2 BR	3 BR	4 BR	5 BR	Total
Detached			4*	2		
Semi-Detached			1			
Row House			5			
Walk-Up						
Elevator						
Sub-Total			10	2		12

***One of the three-bedroom units acquired will be retrofitted to UFAS**

Table 2A: MD002000121 - Barclay

Structure Type	1 BR	2 BR	3 BR	4 BR	5 BR	Total
Detached						
Semi-Detached						
Row House				2	2	
Walk-Up	10	5	5			
Elevator	29*					
Sub-Total	39	5	5	2	2	53

***Four one-bedroom units will be retrofitted to UFAS; two one-bedroom units will be modified for the hearing and sight impaired.**

Table 2B: MD002000118 – Thompson 58

Structure Type	1 BR	2 BR	3 BR	4 BR	5 BR	Total
Detached			2*			
Semi-Detached						
Row House						
Walk-Up						
Elevator						
Sub-Total			2			2

***Both three-bedroom units will be retrofitted for UFAS**

HABC projects that a total of 887 non-viable and obsolete units will be dispositioned from the public housing inventory during FY 2011 as described in Table 3.

**Table 3:
Projected Demolition/Disposition of Public Housing Units for FY 2011**

Project Name	Projected Units	Reason for Demo or Dispo	Status as of December 2009
Barclay (Renovation after Disposition)	34	Distressed obsolete housing. Entire block of public housing and non-public housing will be demolished for new development site.	Demolition Application to be submitted to HUD in FY 2011.
Somerset (Vacant Land Disposition)	257	Distressed obsolete housing.	Disposition Application to be submitted to HUD FY 2011.
O'Donnell Heights	596	Distressed obsolete housing.	Disposition Application to be submitted to HUD FY 2011.
TOTAL	887		

As previously reported in the FY 2010 Plan, the Barclay Redevelopment Project (63 units), Poppleton Redevelopment (4 units), and Scattered Sites (159 vacant lots and 802 obsolete/distressed units) disposition applications have all been approved by HUD and are scheduled to be dispositioned in FY 2010, while the units at Claremont Homes (152), demolished January 8, 2010, are also scheduled for disposition in FY 2010.

2. Section 8/Housing Choice Voucher Program Inventory

As of March 2010, HABC's existing Section 8 Housing Choice Voucher leased housing inventory includes 13,433 MTW units (11,962 regular program units; 1491 Thompson units) and 1,110 non-MTW units. By the end of the current fiscal year, these figures are projected to increase to 13,646 (12,103 regular program units; 1553 Thompson units) and 1,122 respectively. Table 4 shows leasing levels as of March 2010 and projected leasing levels as of June 30, 2010. From July 2009 to March 2010, there was an overall increase of 1,242 MTW HCV leased households over the level at the end of FY 2009 (1036 under the regular program and 206 under Thompson).

Under its ACC, HABC is authorized to issue 17,467 MTW vouchers (not including Thompson). Available HUD funding, however, limits the number of households for which assistance could be made available to no more than about 11,500. The requirement for additional project-based units under the Bailey Consent Decree will require a decrease in tenant-based voucher holders or an increase in funding or both.

**Table 4:
Housing Choice Voucher Program Inventory and FY 2010 Projected Leasing**

	Actual Leased as of 3/31/10	Projected Leased as of 6/30/10
MTW Tenant Based Vouchers (Non Consent Decree)	10,135	10,200
MTW Project Based Vouchers (Non Consent Decree)	881	905
MTW Tenant Based Vouchers - Bailey	875	875
MTW Project Based Vouchers - Bailey	71	123
<i>Sub-Total</i>	<i>11,962</i>	<i>12,103</i>
MTW Tenant Based Vouchers - Thompson	1,345	1,390
MTW Project Based Vouchers - Thompson	126	153
<i>Sub-Total</i>	<i>1,491</i>	<i>1,553</i>
TOTAL MTW VOUCHERS	13,433	13,646
Non-MTW Section 8 Moderate Rehab	343	355
Non-MTW Section 8 New Construction/Substantial Rehab	767	767
<i>Sub-Total</i>	<i>1,110</i>	<i>1,122</i>
TOTAL ALL	14,543	14,768

3. Capital Planning Expenditures

In Fiscal Year 2011, HABC will implement a wide range of capital investments at existing public housing sites and continue its ambitious program of citywide housing development activities as noted below. HABC projects it will expend a total of approximately \$88.7 million on capital/development projects in the coming year.

HABC has provided an update to the Asset Management Table in Appendix B which describes the current status of each public housing site, outlines certain risk factors that will be monitored over the life of the MTW Demonstration, and describes possible outcomes of these risks. It is designed to serve as the conceptual basis for current and future years' planning. The Asset Management table identifies sites where redevelopment, conversion, homeownership, management improvements and other activities may take place in the future; however, it is subject to periodic change based on priorities and available resources.

In 2009, HABC received \$32,724,445 under the Capital Fund American Recovery and Reinvestment Act Formula grant program (ARRA). These new capital funds will support projects including the renovation of approximately 156 long-term vacant scattered sites and approximately 26 conventional units; the creation of approximately 6 additional UFAS units; waterproofing and tuck pointing of building exteriors at 2 high rise buildings for the elderly and disabled; elevator upgrades at 6 high rise buildings for the elderly and disabled; and, a project to install electric meters and long overdue site work at one family site. ARRA requires a mandatory three-year spending program with rigid milestones for obligation and expenditure of all funds. Under the terms of the ARRA Formula grant, HABC will obligate the entire grant in FY 2010.

In FY 2011, HABC will expend at least 60% of the grant. All remaining funds will be expended in FY 2012.

Also in 2009, HABC was awarded \$33,341,007 under the ARRA Competitive grant program. These new capital funds will support renovation of approximately 80 long-term vacant scattered sites and installation of energy conservation measurements such as electrical upgrades, furnaces, appliances, energy management systems and heating upgrades at seven family sites. ARRA Competitive grants also require that all funds be obligated and expended within a three-year period.

Major Capital Needs and Projects, Estimated Costs and Proposed Timetables

Appendices I and J include the Annual Statement/Performance and Evaluation Reports (Form HUD 50075.1) for all ARRA Grants (competitive and formula). HABC will utilize MTW Block Grant (Capital Fund, Housing Choice Voucher Program and Replacement Housing Factor Funds), in addition to non-MTW funding (ARRA, HOPE VI funds, HABC Unrestricted Funds, Baltimore City and Maryland State funds, and private resources for Energy Performance Contracting) to complete its major capital and development initiatives.

HABC notes that Housing Choice Voucher funds have been made available for capital activities to renovate long-term vacate units, to modify units for handicap accessibility and to improve physical conditions to ensure long term viability of existing inventory. Previous year allocations of Housing Choice Voucher funds are being utilized to complete planned activities in FY 11. No additional allocations of Housing Choice Voucher funds are being used in FY 11.

HABC's six major priorities for Capital/ARRA activities are: (1) 504 UFAS and ADA Compliance (handicap accessibility); (2) vacancy renovation; (3) marketability, security and safety improvements; (4) improvements to major systems, infrastructure, extraordinary maintenance; (5) installation of energy conservation measures; and, (6) creation of economically diverse stable neighborhoods using the mixed finance development approach by leveraging the MTW Block Grant Funds.

Additionally, other properties in HABC's portfolio which are not currently listed may, in the future, require MTW capital expenditures. HABC may elect to undertake these capital projects in FY 2011. It should be noted that some expenditures may take place in FY 2011 as a result of projects planned for and begun in FY 2009 and FY 2010, but completed and paid for in 2011.

Finally, HABC has let a number of contracts that will be started in FY 2011 but will not be fully expended until FY 2012 - 2013. These commitments are required in order to ensure that HABC meets its Consent Decree and MTW obligations and benchmarks.

Pursuant to the MTW Agreement, as mentioned above, HABC has combined all current and prior year Capital funds, including RHFF funds, into the MTW Block Grant, with the exception of the American Recovery and Reinvestment Act Capital funds. HABC acknowledges that the American Recovery and Reinvestment Act Capital Fund activities will be carried out in accordance with all HUD regulations, including 24 CFR 905.951, 24 CFR 968, and other requirements applicable to the Capital Fund Program.

Table 5 provides a summary description of planned FY 2011 expenditures. Additional narrative commentary follows.

**Table 5:
Capital Expenditures Planned for FY 2011
(MTW and non-MTW Capital Activities)**

Capital Projects	Planned Expenditures FY 2011	Development(s)
Handicap Accessibility Modifications	\$1,220,584	Arbor Oaks, Bel-Park Tower, City-wide curb cuts, Gilmor Homes, Scattered Sites, Van Story Branch, and other developments as determined necessary and associated A&E fees.
Vacancy Renovation	\$13,199,956	Cherry Hill Homes, Latrobe Homes, Gilmor, McCulloh, Scattered Sites and other developments as determined necessary and associated A&E fees.
Marketability, Security and Safety Improvements	\$1,032,113	Cherry Hill Homes, Gilmor Homes, Latrobe Homes, McCulloh Homes, , Perkins Homes, Westport Homes, Rosemont/Dukeland, Pleasant View Gardens; Scattered Sites and other developments as determined necessary and associated A&E fees.
Major Systems, Infrastructure, and Extraordinary Maintenance Repairs	\$12,080,643	Allendale, Bernard E. Mason, Bel-Park Tower Brentwood, Brooklyn Homes, Chase House, Cherry Hill Homes Ext., Douglass Homes, Gilmor Homes, Govans Manor, Hollins House, Lakeview Towers, Lakeview Tower Ext., Latrobe Homes, McCulloh Homes, McCulloh Homes Ext. High-rise, Monument East, Mt. Winans, O'Donnell Heights; Poe Homes, Primrose, Rosemont/Dukeland, Rosemont Towers, Scattered Sites, Somerset Ext., Westport Homes, Van Story Branch Sr., Apartments, Wyman House, other developments as determined necessary and associated A&E fees.
Energy Conservation Measures	\$30,086,834	Brooklyn Homes, Cherry Hill Homes, Douglass Homes, Gilmor Homes, Latrobe Homes, Perkins Homes, Westport Homes, and other developments as determined necessary and associated A & E fees.
Redevelopment Projects	\$31,163,489	Albermarle Square Affordable Homeownership and Community Center, Barclay Neighborhood Initiative, Broadway 58 Units, Hollander Ridge Replacement Housing Non-Elderly Disabled Housing Program, O'Donnell Heights Replacement Housing, Preston Street Neighborhood Initiative, Somerset Court Redevelopment, Thompson 22 units, Scattered Site renovations, development of units for non-elderly disabled and associated development soft costs.

As required by our MTW Agreement, HABC has identified the following activity that represents planned significant expenditures greater than 30% of HABC's total MTW Capital Budget for FY 2011. Spending for the project listed below has begun in previous Fiscal years but may not be fully expended until FY 2012-2013.

Development	Activity	Amount	Funding Source
Scattered Sites	Barclay Neighborhood Redevelopment	\$7,651,414	MTW Block Grant (RHFF Funds)

504 Accessibility Improvements

HABC will continue to: (i) modify existing units and sites to meet UFAS regulations; (ii) modify units to meet reasonable accommodation and immediate need requests; and (iii) modify common areas to meet UFAS regulations for providing public housing choices for low-income persons with disabilities. In addition, HABC continues to work closely with the City of Baltimore to upgrade those pedestrian curb ramps on HABC's sites but within the public right-of-way. Table 5 above provides a list of developments where UFAS projects will be under construction during FY 2011.

Under the ARRA Formula Grant, HABC will renovate 158 long term vacant units; and under the ARRA Competitive Grant, HABC will renovate 80 long term vacant units. As part of this renovation process, HABC will create an additional 14 UFAS units or 5.88% of the total 238 units scheduled for renovation. These 14 units are in addition to the 31 scattered site units being created pursuant to the Bailey Consent Decree.

Security Camera Installation

In FY 2011 HABC will continue to monitor the exterior cameras and issue maintenance contracts to insure their viability. In addition, HABC will implement a Phase 3 CCTV camera installation in its mixed population buildings by installing cameras in parking lots and other security-risk public areas.

Infrastructure and Extraordinary Maintenance

Mixed Population Mid-and High-Rise Buildings: In FY 2011 HABC will: (i) complete the exterior waterproofing of 2 buildings and the design for 2 additional buildings, with construction starting the last quarter of FY 2011; (ii) complete the replacement of elevator hoist machines; (iii) complete roof repairs at 5 developments; (iii) perform 3 electrical upgrades and, (vii) perform 1 chiller and 3 boiler upgrades to HVAC systems and begin the planning of additional chiller and boiler upgrades.

Family Sites: In FY 2011, HABC will: (i) continue to develop plans noting physical areas of concern and a course of action to rectify (landscaping, egress, hazards, etc.); (ii) address some concrete walkway issues; (iii) perform major renovations at various developments and a portion of the scattered site inventory to further reduce vacancies; (iv) begin the process to replace the heating system infrastructure at Latrobe and Cherry Hill; (v) complete long term vacant units; (vi) begin plans to eliminate erosion problems; and, (vii) implement a playground maintenance program.

Energy Service Company ("ESCO")

In FY 2011, HABC will continue the implementation of its EPC (Energy Performance Contracting) that involves: (i) begin the installation of energy conservation measures (ECM) at 5 family developments; (ii) begin the installation of an energy management control system and (iv) begin to develop excessive consumption charges and utility allowances, which may include air conditioning in selected developments. Phase 1 includes the installation of ECM's at 5 developments with an estimated \$3,100,000 annual energy reduction.

4. Neighborhood Development Activities and Expenditures

HABC in conjunction with the City of Baltimore proposes to develop approximately 3,000 housing units, including 1066 low-income rental units over a ten year period through 2019 to replace severely distressed units in its current inventory. These figures do not include units in the redevelopment of O'Donnell Heights or Somerset Homes, both of which are still in the planning stage. These projects are discussed below in the "Other Development Activities" section.

Many of the units will be developed using the mixed finance development method, and all units will be developed to assist in the creation of economically diverse, stable neighborhoods. The 1066 low-income rental units will use MTW Block Grant funds, Low Income Housing Tax Credits, or other available sources to finance their development. Approximately 654 affordable for-sale units will be developed using MTW and non-MTW sources including HOPE VI and private funding. The balance of the units will be developed with private funding. Combined, the mix will provide public housing and HCVP eligible households with expanded housing choices in stable, diverse neighborhoods, and will increase choices for non-elderly persons with disabilities and households that need UFAS compliant accessible features.

HABC's housing development accommodates four distinct strategies, which include MTW funds and proposed public and private leveraged funds as summarized in Table 7. Each of the four strategies (Neighborhood Reinvestment, New Housing Production, Thompson Partial Consent Decree Production, and Bailey Consent Decree Housing Production) is summarized below and on Table 6. As these projects are all in the development or pre-development stages, the final unit numbers and development approach may vary from those presented below.

Neighborhood Reinvestment

Under the Neighborhood Reinvestment Program, HABC works with private development partners and Baltimore neighborhoods to re-capitalize the distressed scattered site public housing stock in strengthening neighborhood markets, linking their redevelopment to a larger program of market-rate rental and for-sale production. The public housing component of these projects will result in a permanently affordable rental housing resource in improving neighborhoods, ensuring economic diversity. This program achieves the mixed-finance redevelopment of existing ACC (public housing) units. The narrative below describes FY 2011 goals and activities in this strategy area:

Barclay – HABC procured Telesis as its development partner in the redevelopment of the Barclay neighborhood. Telesis has produced a final concept plan for redevelopment and has received an award of Low Income Housing Tax Credits (LIHTC) and State rental funds for the first rental phase. This phase involves 72 total units including 53 public housing units. Twenty-nine of the public housing units will be in the comprehensively renovated Homewood House property. The remaining public housing units will be in HABC's scattered sites properties. Units will also be produced to provide housing opportunities for non-elderly persons with disabilities and other households that need accessible unit features. Construction should begin in FY 2010, with completion scheduled for FY 2011.

New Housing Production Program

HABC's New Housing Production Program for mixed-income, mixed finance development involves the complete transformation of distressed sites. In FY 2011, HABC will continue to sponsor significant mixed-income residential development at several locations across the City, resulting in a variety of housing choices for low-income households in the city. These projects generally involve the use of Project Based Housing Choice Vouchers in order to make units affordable to all income ranges rather than ACC payments (public housing).

Uplands – The City acquired the 52-acre Uplands Apartments site from HUD in January 2004 through a foreclosure auction with the intent of developing a new mixed income neighborhood that offering a modern, urban rental and for-sale housing product. Baltimore City's Housing and Community Development agency (HCD) engaged a master planning firm for the site with the full engagement of the surrounding community. The Master Plan calls for the development of 1,146 new units, including affordable and market-rate for-sale units. The plan is urban with a variety of housing types designed around the principle of mixing incomes on the site. The development scale and product mix are strongly supported by a market analysis that revealed significant regional demand for an urban neighborhood housing product distinct from the suburbs. This project will include the City's acquisition of additional adjacent sites (13 properties known as "The Triangle" and a portion of the Westside skills center parking) as well as two large church properties. In July 2007, Uplands Visionaries was selected as the developer. Environmental remediation and demolition were completed in FY 2009. Mass grading and infrastructure work will begin in FY 2011 to be followed by the commencement of construction of the first buildings in the same year.

The developer applied for and received a LIHTC allocation for the first rental phase of the project, consisting of 104 apartment homes in several buildings along the perimeter of the site. It is intended that 16 of these will be dedicated to non-elderly persons with a disability.

HABC will provide subsidy for Project Based HCV units and possibly additional affordable for-sale units at the Uplands Apartment site. These affordable units will provide replacement housing for households displaced by the closing of the former FHA development on site and for non-elderly disabled residents. Development was delayed for several years due to a lawsuit filed by the former tenants. A Settlement Agreement has been reached and has received preliminary approval from the US District Court judge, which calls for 74% of the homes to be affordable to families at or below 115% AMI and 26% of the homes to be rented or sold at market rates.

East Baltimore – The 88-acre East Baltimore Initiative includes up to 2,100 new and rehabilitated residential units, new green space, and up to 8,000 new jobs and new retail uses. As part of a large-scale public and private investment in Life-Sciences research, commercial and mixed income residential development adjacent to the Johns Hopkins Medical Campus, HABC anticipates Project Based HCV support for approximately 200 low-income rental units over the course of the build out. These units will provide replacement rental housing for low-income households displaced by redevelopment activities and for other qualifying residents. Existing vacant properties are also being rehabilitated as affordable homeownership opportunities, some of which may be purchased by using Housing Choice Vouchers

Orchard Ridge (formerly Claremont/Freedom) – The Claremont/Freedom redevelopment, now known as Orchard Ridge, consists of 444 newly constructed mixed-income rental and for-sale units and a newly constructed 8,200 square foot community center. Of the total, 249 units will

be rental homes while the remaining 195 will be for sale housing. Construction is complete on all three phases of the rental development. Phase I homeownership consists of 42 units. To date 28 homes have settled with private owners. Phase II homeownership consists of 123 lots that are to be sold to private homebuilders. Project funding has been secured for all phases of the project. Units spread through the different phases of the project will benefit from Project Based HCV assistance. Including these units, a total of 214 units will be affordable to households with incomes up to 60% of the area median. Of the homeownership units, 54 will be sold to families with incomes ranging between 60% and 120% of the area median. No public housing capital funds will be used in this redevelopment.

Development of the homeownership units has lagged due to the national recession and the decline of the sales market. Efforts are underway to create additional affordability in the remaining homeownership units. These efforts are not likely to involve HABC resources.

Poppleton – Baltimore Housing is undertaking a major redevelopment effort in the West Baltimore neighborhood of Poppleton. The City has adopted a plan created by local community groups to redevelop a 13.5-acre site on which over 80% of the properties are vacant or abandoned. The development site is adjacent to the University of Maryland's BioPark Campus and offers the opportunity to leverage the University's \$300 million investment in over 1 million square feet of new life science research space. The new facility will provide an influx of 3,000 new employees, providing the community with an economic stimulus and potential residents to rent or purchase new housing. The redevelopment site consists of 524 properties, 448 of which the City currently owns or will soon acquire. The site for the rental phase has been acquired and will be cleared in early 2010.

Thompson Partial Consent Decree Production

To meet the public housing unit production requirements of the Thompson Partial Consent Decree HABC is undertaking the following:

Albemarle Square – The project consists of 10 affordable for-sale units, of which 6 units have been sold to private owners. Construction was completed in FY 2010. HABC has provided second mortgages and HCV vouchers, along with a portion of the construction loan, to subsidize the purchase price. All sales are expected to be completed in early FY 2011.

58 Unit Program – In FY 2007, HUD approved the acquisition of 58 units in non-impacted locations in the Baltimore area, including the surrounding counties. The units are being acquired and rehabilitated by Homes for America (HFA) and will be operated as public housing. HFA completed acquisition on all 58 units in FY 2010 and is finalizing rehabilitation for occupancy in the first quarter of FY 2011. The 58 Unit Program will be completed in FY 2011.

Sandtown-Winchester 22 Thompson Units – HABC was required to create 22 public housing units in Sandtown-Winchester. The parties to the Consent Decree have agreed that these units may be purchased in other areas of the City as well as Sandtown-Winchester. On October 29, 2009, HUD approved HABC's development proposal for the creation of the 22 units. HABC has been actively pursuing housing opportunities with its broker and will finalize the purchase and renovation of all the units in early FY 2011. Funding for these units is expected to include State Partnership Rental Housing Program funds.

Homeownership Demonstration Program – Metropolitan Baltimore Quadel (MBQ) is implementing the Thompson Homeownership Demonstration Program, which was created pursuant to the Partial Consent Decree. Funding for this program was carved out of the Lafayette HOPE VI Grant to create 168 homeownership opportunities, if feasible, in non-impacted Areas. To date, 34 families have purchased a home through this program. During FY 2011 HABC anticipates another 20 families will become homeowners through MBQ.

Bailey Consent Decree Housing Production

In order to meet its obligations under the Bailey Consent Decree, HABC may devote HCV funds available as part of the MTW Block Grant to the private production of units that will benefit from Project Based HCV vouchers or would otherwise be “long term affordable” units under the decree. HABC is considering various options, including payments, loans or grants to cover costs of converting units to meet UFAS requirements and providing financial incentives to developers to reserve units for non-elderly disabled residents. Sources of funding for such payments, loans, grants and incentives could include City funds, HCV funds, and other discretionary funds available to HABC.

Incentives for NED and UFAS Units – Developers seeking support from HABC and Baltimore City for LIHTC must agree to set aside at least 15% of the LIHTC units for non-elderly persons with disabilities (NED) in order to obtain that support. Developers proposing new construction or substantial rehabilitation and who receive certain federal capital funds must make at least 5% of the units UFAS compliant. In FY 2009 as an incentive to developers to create more than the units already required for non-elderly persons with disabilities and more than the required UFAS compliant units, HABC began offering, via a request for proposals (RFP), capital funds to developers who agree to create in excess of 15% of the LIHTC units for non-elderly persons for disabilities and/or in excess of the 5% of the units as UFAS compliant. The offer is also open to developers and apartment unit owners that will take Project Based HCVs and participate in either the NEDs or UFAS programs. In order to maximize the effectiveness of the RFP, HABC may expand upon the current offer in FY 2011 with additional funding, may amend the offer in other ways, or may cancel the offer entirely.

Section 811 Supportive Housing for Persons with Disabilities – HABC is currently offering to combine capital funds made available from HCV or public housing funds with Section 811 funds to create units for non-elderly persons with disabilities pursuant to the Bailey Consent Decree. The funds are being made available under HABC’s RFP described above. HABC may amend this offer as circumstances change or may cancel it entirely.

Acquisition of Scattered Site Units – HABC is considering the acquisition of scattered site multifamily units, generally in row homes or other small buildings, subdivided into two or more units, for use as public housing or for rental under the Project Based HCV program. The program would acquire buildings with one or more one-bedroom apartments in order to meet the Bailey Consent Decree requirements. Buildings could also contain larger or smaller units that would either become part of HABC’s public housing stock or its Project Based HCV portfolio. The acquisition and rehabilitation would be structured in a manner similar to the Sandtown-Winchester 22 unit project, with all units to be purchased within the City of Baltimore. Funding sources may include ARRA funds, Replacement Housing Factor Funds, State Partnership Rental Housing Program Funds, HAP funds converted to capital purposes, and other HABC and non-HABC sources.

Other Development Activities

HABC will also conduct a series of master planning efforts to develop long-term solutions for distressed properties including:

O'Donnell Heights – O'Donnell Heights was constructed in 1942 and included 900 public housing units. Of these, 596 have been demolished over the last several years and 304 remain on-line. HABC, with its architectural firm and team of consultants, is currently providing master planning, urban design, architecture, and market feasibility services for the proposed redevelopment of the 62-acre site. The current plan envisions the demolition of the remaining housing units and the creation of a mixed income residential community, with on-site replacement of a significant number of public housing units. A Steering Committee, made up of members of the O'Donnell Heights Tenant Council, area residents and other stakeholders was created to assist in planning the future of O'Donnell Heights. A number of alternative plans have been presented to the community over the past year. In addition, this past September the O'Donnell Heights site was selected as one of four developments nationwide by the American Architect Foundation in partnership with United Technologies Inc. to participate in the Sustainable Cities Design Academy Workshop in Washington, DC. At the workshop, experts in the field of sustainability critiqued and made recommendations on the master plan, many of which will be integrated into the final master plan, expected to be completed in FY 2010.

HABC issued an RFQ for a development partner to redevelop the site and selected Michaels Development Corporation (MDC). The developer has begun working with HABC and the community to finalize the direction of the first phase of development. HABC foresees a multi-phase, mixed-financed development, including a possible future HOPE VI Revitalization grant application.

HABC may choose to accumulate Replacement Housing Factor Funds (RHFF) funds over a five year period to leverage as capital in a mixed finance transaction for the redevelopment of O'Donnell Heights or other public housing developments. Therefore under HABC's MTW designation, we will keep HUD informed of any decisions regarding the need to accumulate RHF funds.

Somerset – HABC has been working with the City of Baltimore's Planning Department, other agencies and organizations, as well as resident stakeholders to develop plans for redevelopment of a broad area of the Orleans to Fayette Street corridor (the "Old Town Mall" area), including the distressed Somerset Homes site and possibly using the development opportunity that exists in the vacant land holdings of HABC across Fayette Street. A final master plan was completed in FY 2010 and HABC will commence planning efforts for the redevelopment of Somerset in FY 2011. The site will likely become a mixed-income property with a substantial number of public housing units. The Old Town Master Plan generally calls for more additional affordable housing units and HABC expects to replace all former Somerset units with either public housing or Project Based HCVs on the Somerset site or in the surrounding community.

Hollander Ridge HOPE VI Funding – Approximately \$18.8 million of HOPE VI funds that were originally designated for the redevelopment of the Hollander Ridge site are available for use in other locations. HABC has held discussions with the ACLU regarding the employment of the grant in other locations. Staff is investigating the acquisition and rehabilitation of existing multifamily housing developments for mixed income projects, with market rate, LIHTC and public housing opportunities. To that end, a Request for Qualifications was published, resulting

in the selection of three real estate brokers. HABC is also considering the funds for acquisition of units in the new Westport market-rate project or in other locations. HOPE VI funds will not be included in HABC's MTW Block Grant. Before proceeding with a redevelopment project, HABC will work with HUD to ensure compliance with the HOPE VI Grant Agreement protocol, procedures and approval processes.

Other Developments – HABC may use its public housing or Housing Choice Voucher resources for other developments throughout the City as opportunities arise.

In addition to the Thompson Homeownership Demonstration Program and various homeownership activities planned or underway as part of HABC development efforts as discussed above, HABC will continue to implement two programs to encourage first-time homeownership by eligible low-income households:

Homeownership Programs

In addition to the Thompson Homeownership Demonstration Program and various homeownership activities planned or underway as part of HABC development efforts as discussed above, HABC will continue to implement two programs to encourage first-time homeownership by eligible low-income households:

MTW Homeownership Program – Using its MTW flexibility, HABC submitted a revised MTW Homeownership Plan, which was approved by HUD in 2009. While stricter guidelines imposed by lenders have reduced the number of public housing participants who are eligible to purchase a home, HABC will continue to expand its efforts to assist new homeowners. Under the revised Plan, HABC will identify and rehabilitate various vacant scattered sites properties for homeownership sale to eligible residents. During FY 2011, HABC projects that it will assist five (5) families in achieving homeownership under this Plan.

Housing Choice Voucher Homeownership Program - To date, 40 homes have been purchased by participants in the Housing Choice Voucher Homeownership Program (HCVHP). HABC's goal in FY 2011 is to assist an additional eight (8) families so that the projected total number of homes purchased under the HCVHP will be 48 by June 30, 2011. Continuing uncertainty regarding the housing market and availability of mortgages could significantly impact this goal.

**Table 6:
Housing Production**

Project Name	Rental					Homeownership			Grand Total	Total Project		Status	Estimated Completion
	Affordable			Market	Total	Affordable	Market	Total		MTW	Non-MTW		
	PH	LIHTC Only	PBS8										
I. Neighborhood Reinvestment													Phased through 2020
Barclay	53	-	91	61	205	22	85	107	312	\$ 7,597,130	\$ 85,000,000	Predevelopment	
Total Planned	53		91	55	199	22	101	123	322	\$ 7,597,130	\$ 85,000,000		
II. New Housing Production													
Uplands (Phase 1 – Site A/B/Triangle/Westside Skills)	-	136	72	0	208	245	308	553	761	\$ -	\$ 248,655,273	Predevelopment	Phased through 2021
EBDI (1st Phase)	-	150	200	100	450	142	608	750	1200	\$ -	\$ 170,000,000	Under Construction	Phased through 2015
Freedom/Claremont (Orchard Ridge)	-	57	157	35	249	54	141	195	444	\$ 9,890,603 -	\$85,357,162	Rental Complete; H.O. on hold until market improves	Complete
Moravia			60		60				60	\$8,000,000	\$9,000,000	completed	Complete
O'Donnell Heights					TBD			TBD	TBD	TBD	TBD	Planning	Phased through 2021
Somerset Homes					TBD			TBD	TBD	TBD	TBD	Planning	2013
Total Planned	-	343	489	135	967	441	1057	1498	2465	\$ \$17,906,603	\$264,600,162		
III. Thompson Production													
Albemarle Square	-	-	-	-	-	10	-	10	10	\$ 3,126,114	\$ 270,000	completed	Complete
HFA 58 Units	58	-	-	-	58	-	-	-	58	\$ 19,403,933	\$ 102,320	Under Construction	2010
Preston Street	10	-	-	-	10	35	-	35	45	\$ 1,583,868	\$ 5,700,000	Under Construction	2010
*22 Thompson	22	-	-	-	22	-	-	-	22	\$ 5,308,947	\$ 1,650,000	Purchase Commencing	2010
Homeownership Demonstration Program	-	-	-	-		168	-	168	168	\$ -	\$ 18,648,000	Underway	Undetermined
Total Planned	90	-	-	-	90	213	-	213	303	\$ 29,422,862	\$ 26,370,320		
Grand Total	143	343	580	196	1,262	654	1,142	1,711	3,080	\$54,926,595	\$375,970,482		

B. Leasing Information - Planned

1. Public Housing Projected Leasing

Table 7 provides details on HABC's projected MTW public housing inventory and leasing as of June 30, 2011. HABC projects an adjusted occupancy rate of 97.2% in FY 2011.

**Table 7:
Public Housing Inventory and Occupancy Projected as of June 30, 2011**

BR Size	Projected Total Units	Projected Available for Occupancy	Projected Occupied as of 6/30/ 2011	Projected Adjusted Occupancy Rate as of 6/30/ 2011
OBR	1,243	1,221	1,177	96.4%
1BR	3,728	3,586	3,486	97.2%
2BR	3,429	3,262	3,176	97.4%
3BR	2,104	1,879	1,829	97.3%
4BR	685	509	499	98.0%
5BR	189	118	110	93.2%
6BR	39	24	23	95.8%
TOTAL	11,417	10,599	10,300	97.2%

The projected reduction in units reflects the removal of 152 units at Claremont Homes, 370 Scattered Sites units disposed of during FY 2010 and the 887 units planned for demolition/disposition in FY 2011.

2. Section 8/Housing Choice Voucher Program Projected Leasing

Table 8 provides a summary of HABC's Tenant-based MTW Housing Choice Voucher program including current leasing rates and projected leasing through June 30, 2011.

**Table 8:
Housing Choice Voucher Program FY 2011 Projected Leasing**

	Projected Leased as of 6/30/10	Projected Leased as of 6/30/11
MTW Tenant Based Vouchers (Non Consent Decree)	10,200	10,200
MTW Project Based Vouchers (Non Consent Decree)	905	995
MTW Tenant Based Vouchers - Bailey	875	850
MTW Project Based Vouchers - Bailey	123	168
<i>Sub-Total</i>	<i>12,103</i>	<i>12,207</i>
MTW Tenant Based Vouchers - Thompson	1,390	1,628
MTW Project Based Vouchers - Thompson	153	213
<i>Sub-Total</i>	<i>1,553</i>	<i>1,841</i>
TOTAL MTW VOUCHERS	13,646	14,054
Non-MTW Section 8 Moderate Rehab	355	370
Non-MTW Section 8 New Construction/Substantial Rehab	767	767
<i>Sub-Total</i>	<i>1,122</i>	<i>1,137</i>
TOTAL ALL	14,768	15,191

In FY 2011, pending availability of funds, HABC anticipates adding a total of 147 new project-based units to its inventory:

- Poppleton Coop – 19 units in a project based multifamily building wherein 18 units are dedicated to non-elderly persons with a disability;
- Penn Square – 91 units in a project based multifamily building wherein 14 units are dedicated to non-elderly persons with a disability;
- Barclay Phase I - 19 townhouse units wherein 7 units are dedicated to non-elderly persons with a disability.
- Dayspring – 18 units in a multi-family transitional housing facility that provides a continuum of housing and support services to homeless families with substance abuse problems.

Additionally 60 Thompson Consent Decree vouchers will be project-based in non-impacted neighborhoods in the Baltimore Metropolitan area pending Thompson funding availability.

As shown above, 39 of the 147 project-based units added to HABC's inventory in FY 2011 will be dedicated to non-elderly persons with a disability. In addition to the 39 project-based units listed above, HABC has issued an RFP to project-base additional units for non-elderly persons with a disability.

C. Waiting List Information

HABC maintains its waiting list in conformance with the policies described in the Public Housing Admissions and Continued Occupancy Policy (ACOP) and the Housing Choice Voucher Program Administrative Plan. As of March 2010, there are a total of 24,571 applicants for HABC's programs including: 14,583 public housing-only applicants; 8,304 HCV-only applicants; and, 1,684 applicants on both the public housing and HCV waiting lists. Demographics on current waiting list households are included in Appendix H.

The HCV waiting list is currently closed, while the Public Housing waiting list remains open. In FY 2011, HABC intends to conduct an update of both the HCV and Public Housing waiting lists. It is expected that a significant number of households may not respond to the wait list, thus potentially reducing the overall number of waiting list applicants. HABC will reopen the HCV waiting list as necessary to ensure that there are adequate numbers of applicants for available vouchers over a twelve-month period.

Waiting List Initiatives

Combined Waiting Lists - HABC will combine its current public housing waiting lists into one waiting list per bedroom size.

Automated Waiting List Update Process - HABC will implement an automated waiting list update process utilizing an interactive voice responsive system. This process will be

designed to simplify the process for residents and reduce the administrative cost by eliminating more than 80% of postage and paper products used in the process.

III. Non-MTW Related Information

This section of the Annual Plan provides information on HABC’s planned sources and uses of non-MTW HUD funds. As required by the MTW Agreement, information on HABC’s planned sources and uses for MTW, State and Local funds is included in Chapter VII. This financial plan is compiled based on current information and HUD’s anticipated funding level as of January 2011. It is subject to revision as conditions and/or assumptions change. This section also includes a summary of HABC’s planned non-MTW activities, i.e. activities that do not specifically require use of MTW Agreement authority in order to be implemented.

A. Planned Sources and Uses of Other HUD Funds Excluding HOPE VI

This category of Non-MTW funds includes the following funding sources:

- Formula American Recovery and Reinvestment Act (ARRA)
- Competitive ARRA
- Resident Opportunity Self Sufficiency (ROSS)
- Other Section 8 Programs which include the Moderate Rehabilitation, Substantial Rehabilitation and New Construction programs

Table 9 and the following notes provide information on planned sources of Other HUD funds.

**Table 9:
FY 2011 Planned Sources of Other HUD Funds excluding HOPE VI**

Sources	Total
Net Tenant Revenue	-
Tenant Revenue Other	-
Total Tenant Revenue	-
Housing assistance payments	6,335,289
Program Reserve - HCV	-
Ongoing administrative fees earned	697,518
FSS Coordinator	457,627
HUD Operating Grants	639,819
Total Operating Grants	8,130,253
ARRA - Hard cost Only	25,408,696
Other Government Grants	1,016,719
Investment Income	6,094
Fraud recovery	-
Other Revenue	9,000
Other HUD Funds Sources Excluding HOPE VI	34,570,762

Notes to Sources:

1. Total Operating Grants is \$8,130,253 which includes the following funding:
 - Housing Assistance Payments (HAP) subsidies for Other Section 8 programs as described above.
 - Ongoing Administrative Fees Earned i calculated in accordance with the FY 2010 fee level for Other Section 8 programs.
 - Funding for the FSS coordinator is based on the latest approved HUD grant for the Section 8 HCV program.
 - HUD Operating Grants include soft costs for capital activities such as administrative and management improvements from ARRA grants.
2. Capital Grants – Hard Cost funding is budgeted based on planned construction activities from ARRA grants as described in the capital improvement plan.
3. Other Government Grants include ROSS grant amounts planned for FY 2011 activities based on grants awarded on 8/21/08 and 9/25/08.
4. Investment Income is based on a short-term interest rate on estimated average daily cash balance for Other Section 8 programs.
5. Other Revenue is related to reimbursement of Audit costs from HUD for Other Section 8 programs.

Table 10 and the following notes provide information on planned uses of other HUD funds.

**Table 10:
FY 2011 Planned Uses of Other HUD Funds excluding HOPE VI**

Uses	Total
Administrative	1,481,241
Tenant Services	890,284
Utilities	-
Ordinary Maintenance & Operations	554
Protective Services	1,662
General Expenses	259,182
Total Operating Expenses	2,632,923
Extraordinary Maintenance	-
Casualty Loss	-
Housing Assistance Payments	6,335,289
ARRA - Hard cost Only	25,408,696
Other HUD Funds Uses Excluding HOPE VI	34,376,908

HABC’s projected total uses of Other HUD Funds are \$34,376,908 for the fiscal year ending June 30, 2011. Sources exceed the uses of funding by \$193,854 resulting in a small operating surplus from Other Section 8 programs.

Notes to Uses:

1. Administrative expenses include salaries and benefits to administer Other Section 8 programs and expenses (soft costs) for administering ARRA grants. Also included in this expense category are office supplies, telephone, postage, and other computer materials and contracts.
2. Tenant Services include salaries and benefits of the Resident Service Grant Coordinators directly relating to ROSS grants. It also includes other materials and services as required by the grant agreements.
3. General Expenses include applicable insurance premiums for workers compensation in the Other Section 8 programs and ROSS grants.
4. Housing Assistance Payments (HAPs) include rent subsidies paid to landlords and utility assistance paid to tenants of Other Section 8 programs.
5. Hard Costs include construction projects funded from ARRA grants, such as renovation of long-term vacant scattered sites and conventional units; upgrading of heating systems; replacement of electrical distribution systems; exterior wall repair and water proofing; utility pumps, piping, valves and controls; radiator repairs; and the creation of additional UFAS units.

B. Planned Sources and Uses of Other Non-MTW Funds

Additional Non-MTW funding sources include the following:

- Energy Performance Contract (EPC)
- HOPE VI
- Other business activities, which include Partnership Rental Housing Programs (PRHP) market rate units, HABC's forced account (HABCo) and a resident services grant (Friends of the Family).

Table 11 and the following notes provide information on planned sources of these additional Non-MTW funds.

Table 11:
FY 2011 Planned Sources of Other Non-MTW Activities

Sources	Other Non-MTW Sources
Net Tenant Revenue	1,277,509
Tenant Revenue Other	24,844
Total Tenant Revenue	1,302,353
HUD Operating Grants	2,064,396
Development Grant - Hard Cost	17,433,932
Other Government Grants	259,000
Investment Income	-
Other Revenue	20,904,660
Other Non-MTW Source	41,964,341

Notes to Sources:

1. Net Tenant Revenue is for PRHP market rate units managed by HABC’s privatized firms.
2. Tenant Revenue Other represents estimated income from various transactions such as warrant, court and maintenance costs anticipated during FY 2011 for PRHP units.
3. HUD Operating Grants include HOPE VI soft costs for administrative and management improvements for Hollander Ridge and Affordable Home Ownership (AHI).
4. Development Grant – Hard Cost funding is budgeted based on planned HOPE VI development activities.
5. Other Government Grants include funding for the Friends of the Family program.
6. Other Revenue is for the Energy Performance Contract (EPC) and HABC’s force-labor department, HABCco. EPC funding is generated by cost effective energy conservation measures that will reduce utility costs. The utility savings will be used to finance a 20-year municipal lease to provide for various facility improvements. HABCco provides construction development activities for the HOPE VI program.

Table 12 and the following notes provide information on planned uses of other Non-MTW funds.

**Table 12:
FY 2011 Planned Uses of Other Non-MTW Activities**

Uses	Other Non-MTW Uses
Administrative	3,410,942
Tenant Services	259,060
Utilities	153,023
Ordinary Maintenance & Operations	410,393
Protective Services	6,910
General Expenses	602,347
Total Operating Expenses	4,842,675
Extraordinary Maintenance	-
Hard Costs	37,089,336
Other Non-MTW Uses	41,932,011

HABC’s projected total uses of Other HUD Funds are \$41,932,011 for the fiscal year ending June 30, 2011. Sources exceed the uses of funding by \$32,330 resulting in a small operating surplus from Partnership Rental Housing Program.

Notes to Uses:

1. Administrative expenses include salaries and benefits for HOPE VI, HABCo and the PRHP units. Also included in this expense category are office supplies, telephone, postage, and other computer materials and contracts.
2. Tenant Services include salaries and benefits of the Friends of the Family grant. Also included in this expense category is materials and contract costs relating to this resident services area.
3. Utilities include expenses for water, electricity, and gas consumed by market rate units in the PRHP.
4. Ordinary Maintenance & Operations include salaries and benefits of maintenance workers, material and contracts for routine maintenance of PRHP units.
5. General Expenses include insurance premiums for general liability, properties and workers compensation applicable to HOPE VI, PRHP, HABCO and the Friends of the Family program.
6. Hard Costs include planned construction activities of the EPC program. HABC will begin Phase I of a four phase EPC that involves energy conservation measures (ECM) and energy reduction capital improvements. These activities are for five selected developments - Gilmore, Cherry Hill, Latrobe, Westport and Brooklyn Homes. Planned work includes: decentralization of heating system at Latrobe Homes; piping modernization projects at Cherry Hill Homes; and, improvement of local controls, energy efficient lighting, water conservation and tenant metering at the five housing sites. Also included in Hard Costs are HOPE VI initiatives for replacement housing at Hollander Ridge and Affordable Home Ownership through the AHI program.

C. Description of Non-MTW Activities

The MTW Agreement and the revised Attachment B (HUD Form 50900) requires HABC to report separately on “MTW activities” and, at HABC’s option, on “Non-MTW activities”. MTW activities are those that require use of the authority granted to HABC under its MTW Agreement with HUD *and* that promote one or more of the MTW statutory objectives. Ongoing and proposed new MTW activities are described in Chapters V and VI. On a practical level, HABC has incorporated MTW flexibility throughout its operations; however, this section of the Plan summarizes those activities which do not specifically require MTW authority to implement with a focus on public housing, HCV and Resident Services.

1. *Public Housing*

HABC’s Housing Operations Division has established five broad objectives for the Public Housing program, which are to:

- Maximize Occupancy
- Continuously Improve Customer Service
- Maximize Rent Collection
- Preserve Public Housing Physical Assets
- Provide a Safe Residential Environment for Residents and Neighbors

A brief discussion of FY 2011 plans and issues for each of these objectives follows:

Maximize Occupancy

By reducing vacancies, HABC can:

- Serve as many low-income households as possible
- Increase resident safety by minimizing boarded-up units and the nuisance that they attract.
- Maximize rent revenue

HABC will achieve a 97.2% adjusted occupancy rate during FY 2011. Occupancy on June 30, 2011 is projected to equal or exceed 97.2%.

Improve Customer Service

HABC will continue to respond promptly and efficiently to work order requests. In FY 2011:

- 99% of emergency work orders will be abated within 24 hours
- More than 96% of routine work orders will be completed within 30 days
- The average number of days to respond to and complete a routine work order will be less than 8 days.

The Work Order Call Center will continue to survey residents on a weekly basis about the service that they have received. In FY 2011:

- Resident Satisfaction Rates will equal or exceed 90%
- Very Dissatisfied responses will be 2% or less

During FY 2011, HABC will implement an interactive voice response system to automate customer service surveys and other functions (e.g., to confirm scheduled appointments or scheduled maintenance work).

Maximize Rent Collections

In FY 2011, HABC will equal or exceed a rent collection rate of 96.5%. HABC has implemented a number of initiatives to increase rent collection and will continue to explore additional initiatives, including:

- “Lockbox” for residents to mail their rent in pre-addressed stamped envelopes.

- Enhanced communication with residents, including pro-active rent conferences and regular written communication.
- Pre- and post-occupancy meetings stressing the need to pay rent and related costs as a matter of priority.
- Stricter lease enforcement with respect to rent payment, including an automated Failure to Pay application and implementation of Maryland's "No Right of Redemption" statutes.
- HABC will expand the implementation of automatic debits from bank accounts of residents who choose this option.

Preservation of Viable Housing Assets

In addition to capital improvements detailed in this plan, HABC will achieve the following in FY 2011:

- 100% of all units will be inspected at least once.
- 100% of all systems inspections will be completed.

HABC has developed a new preventive maintenance calendar that is used to ensure regular inspections of all systems, common areas, and grounds.

Safety and Security

HABC has implemented a variety of initiatives and means to increase resident safety. The Lease Enforcement Unit, Security Cameras (including CCTV), and the Building Monitor Program for high-rise buildings represents key investments and commitments to resident safety:

Lease Enforcement Unit - The Lease Enforcement Unit (LEU) was established in January 2005 as a part of the Office of Legal Affairs (OLA). The LEU staff consists of a Chief and investigators, who are sworn police officers. The LEU works in partnership with the Baltimore City Police Department (BPD) and other law enforcement agencies to investigate lease violations resulting from criminal activity in public housing and HCV units. The LEU investigates such information, and in consultation with Housing Operations, initiates lease enforcement actions, including evictions, against those residents who fail to comply with their lease. Additionally, the LEU receives allegations concerning non-criminal lease violations in both public housing and HCV, such as unauthorized occupancy and subleasing, and initiates appropriate action. Further, the LEU investigators are subpoenaed regularly to testify as HABC representatives for Baltimore City prosecutors in cases involving criminal activity on HABC property.

LEU receives weekly crime statistics from BPD, known as Project Rankings, categorized by crime type and public housing developments. In reviewing the weekly crime statistics LEU has noticed an increase in criminal reports involving domestic violence. In light of this increase LEU will be providing educational workshops and information to residents concerning domestic abuse, which is expected to continue in FY 2011.

In FY 2011, LEU will continue to conduct building checks at HABC's mixed population developments, consisting of vertical patrols and interaction with residents to establish better relationships with the police department and LEU. Further, during FY 2011 LEU will continue to conduct crime prevention awareness meetings at housing developments to inform residents of ways to avoid becoming a crime victim.

LEU continues work in partnership with Housing Operations staff, residents, and BPD to identify and implement strategies designed to improve security in public housing.

Camera Monitoring Systems - HABC in collaboration with the BPD has implemented a CCTV system. The CCTV system is a series of permanently mounted cameras that monitor the exterior of some of HABC's family developments. HABC has installed 167 fixed exterior security cameras at six family housing sites (Latrobe, Gilmor, Perkins, McCulloh, PVG and Cherry Hill.). The cameras are monitored by the BCPD as well as some Senior HABC staff who are able to view the family sites from their desktops. HABC has also installed 222 interior security cameras within nineteen (19) of its mid-and high-rise mixed population buildings

The CCTV system has been effective, resulting in the reduction of crime in the family developments—especially drug-related crimes—as well as increasing success in prosecutions and lease enforcement. Because the CCTV system has an expandable infrastructure, HABC is pursuing the addition of CCTV equipment at other family developments as new funding sources are identified.

HABC has also installed fourteen (14) PODSS at various developments. PODSS are “flashing blue light”, mobile-mounted exterior cameras that are easily relocated as needed. Strategic deployment of these camera units has been successful at interrupting and reducing criminal activity in targeted areas.

These efforts have been complemented by revised building rules and procedures affecting visitors to the buildings to achieve greater effectiveness in controlling access to the buildings and to discourage any behavior and activity that pose a threat to residents and visitors. Refinement of these procedures may continue as needed.

Building Monitor Program - All mixed-population high rises are staffed with a building monitor, whose primary responsibility is to control access into and out of the buildings. This is a 24-hour, 7 days-a-week operation. In addition to being strategically located to ensure that only residents and authorized staff and visitors are allowed to enter the buildings, staff in this program monitors the security cameras installed in and around their buildings. All residents are required to show their HABC-issued photo IDs when they enter their buildings. Visitors are required to leave their IDs with the monitor and retrieve them upon departure.

Other Public Housing Initiatives

Other public housing initiatives to be pursued in FY 2011 include:

Pre-Application Information Requirements - HABC will request but no longer require submission of social security number verification from applicants at the pre-application stage of the process. This will only be a requirement at the full application phase when an applicant is invited for an eligibility appointment.

Mixed-Population Designation - HABC will explore solutions to residents and community concerns about the quality of life in the high rises and the effects of the rapidly changing resident populations in the mixed-population buildings. All policies will be consistent with the Bailey Consent Decree and Fair Housing laws, rules, and regulations.

2. Housing Choice Voucher Program

HABC's Leased Housing Division has established four objectives for the Leased Housing programs, which are to:

- Maximize Occupancy
- Expand Housing Choice
- Improve the quality of leased housing units
- Efficiently allocate subsidy resources

A brief discussion of FY 2011 plans for each of these objectives follows:

Maximize Occupancy

As detailed in Chapter II, HABC projects that occupancy of MTW leased housing units will increase by 595 households in FY 2011 relative to the March 2010 leasing levels (245 additional MTW households under the regular program and 350 MTW households under Thompson). This is a 392 unit increase over the projected number of leased units as of 6/30/10 (104 regular program units and 288 Thompson units).

Expand Housing Choice

In FY 2011, HABC will continue initiatives to increase housing choice by program participants including:

- Increasing the number of Project Based Vouchers (PBV) committed and/or in use by 189 units relative to the June 2010 projected PBV levels (see page 27).
- Utilizing HUD-published 50th percentile rents to establish payment standards
- Encouraging voucher holders to find units outside areas of poverty or minority concentration, and to avail themselves of mobility counseling programs

Improve the Quality of Leased Housing Units

HABC will continue its policy of completing pre-contract HQS inspections on 100% of new units; of conducting annual HQS inspections on 100% of leased units, as well as performing pre-contract HQS inspections on 100% of proposed units. HABC will

transition to a risk-based inspection model as defined in prior MTW Annual Plans. (See Chapter VI discussion.)

Efficiently Allocated Limited Subsidy Resources

HABC will continue to conduct a careful analysis of all proposed rents at initial occupancy, upon receipt of a rent increase request and throughout the term of the HAP agreement.

HCVP Administrative Plan

The HCVP Administrative Plan describes the policies used by HABC in the administration of its HCV Tenant Based and Project Based programs, including MTW-authorized and all other policies. The Administrative Plan describes HABC's HCV policies, except for those adopted pursuant to the Special Administrative Plan for the Thompson Partial Consent Decree (see below). The MTW authorizations in the HCV Administrative Plan may also be utilized if elected in the Thompson Special Administrative Plan discussed below. Appendix F provides a summary of proposed changes to the HCV Administrative Plan for Fiscal Year 2011. Those that require MTW authority are summarized in Chapter VI. Proposed changes for FY 2011 are summarized as follows:

Under certain circumstances participating households may or must request interim reexaminations. At the time of such a request HABC may, at its discretion, opt to perform a full reexamination. This will initiate a change to the date of the household's regular recertification schedule. This change provides a number of benefits and is consistent with previously enacted changes to the recertification process: for a minimum of additional effort by both participants and HABC staff, barring any other future changes, the next recertification will not be required for a full recertification cycle (two years in most cases); the payment standard and utility allowances in effect at the time of this recertification will apply and will provide a potential savings to the participant.

Approved in HABC's previous Administrative Plan was authorization to combine capital funds made available from voucher or public housing funds with 811 funds to create units for non-elderly persons with disabilities pursuant to the Bailey consent decree. The FY 2011 Administrative Plan provides that these units be tenanted by non-elderly persons with disabilities on HABC's HCVP waiting list. Such units would be counted toward HABC meeting its obligations under Bailey.

In January 2008, Baltimore City launched the Ten Year Plan to End Homelessness, which includes commitments from HABC and City agencies to provide assistance to chronically homeless persons in the City. HABC set aside 500 vouchers, subject to appropriations, for the Housing First Initiative, which is administered through the HCV Program, to assist chronically homeless persons referred by Baltimore Homeless Services (BHS) in obtaining housing. Concerns have been raised that HABC's criminal background screening criteria create a barrier to chronically homeless applicants obtaining housing. Among other things, HABC's criminal background screening criteria deny eligibility to an applicant with a misdemeanor conviction for eighteen months from

the date of conviction or release from incarceration, whichever is later. HABC has waived the misdemeanor criminal background screening criteria for individuals/families referred under the Housing First initiative as a way of providing greater housing opportunities to chronically homeless persons.

HABC has made two changes to its eligibility criteria for site-based units:

1. Current HCV program participants will be given a preference in applying for tenancy at site-based programs (which consists of the project-based and moderate rehabilitation programs), followed by persons on the site-based waiting list; and,
2. Applicants on the site-based waiting list will be withdrawn from that list if
 - a. they fail to avail themselves of three or more invitations to apply for available units; or
 - b. refuse three offers of occupancy; or
 - c. any combination of three occurrences of a. or b., above.

It is believed these changes will lead to greater housing opportunities for program participants, will lead to more rapid occupancy of vacant site-based units and will assist in creating a more accurate, up to date waiting list.

Thompson Partial Consent Decree Administrative Plan

Pursuant to the Thompson Partial Consent Decree, Metropolitan Baltimore Quadel (MBQ) administers the Special Housing Choice Voucher Mobility Program. Policies for this program are described in a Special Administrative Plan. Proposed changes to the Special Administrative Plan are summarized in Appendix F.

3. Resident Services

HABC, through its Office of Resident Services (ORS), coordinates resident service programs that help improve the quality of life and provide opportunities for economic self-sufficiency. HABC continues to address the expanding service needs of residents by maximizing the use of available resources, refocusing strategies toward partnership and service coordination and away from direct service delivery. In addition, HABC has begun to explore more creative ways to focus on building self-sufficiency to create an atmosphere that supports work, improve resident lives and the fiscal operations for the agency.

For instance, HABC proposes to implement a Targeted Unemployment Initiative to reduce the unemployment rate among residents. Services will include assessment, job readiness, job retention, child care and other referral services, wealth building skills, and other supportive services. The goal in FY 2011 is to target at least 200 residents for employment services with 100 residents recruited, 75 finding full-time unsubsidized employment at an average wage of \$9.00 per hour and 50 maintaining the job for 12 months.

In addition to these self-sufficiency initiatives, ORS will continue its mission to bring needed services and resources to residents to address issues in family living and promote family stabilization. The primary approach will continue to be service coordination through on-site counselors and service coordinators. Last year, the non-profit Resident Services, Inc. (RSI) received funding for three (3) service coordinator positions to help augment the limited on-site staff available. Additional proposals for funding of these positions have been submitted. In addition, exploring increased partnerships and collaborations will continue for needed resources and to help eliminate any gaps in services.

Existing programs and special initiatives that provide support services, job training and employment will also continue. These programs include the Career Advancement Solutions (CAS) – a partnership with the Department of Social Services, Our House and Child Daycare services.

The projections of residents to be served in FY 2011 are summarized below:

**Table 13:
Residents Served in Self-Sufficiency Programs FY 2011**

Service/Program Area	Projected # Residents Served
Family Self-Sufficiency	300
Job Training Services	100
Employment Services	700
Targeted Unemployment Initiative	200
Resident Training and Technical Assistance	75
Total	1375

**Table 14:
Residents Served in Support Service Programs FY 2011**

Service/Program Area	Projected # Residents Served
Crisis Intervention/Service Coordination	2500
Child Daycare Program	150
Our House Family Support Center	200
Pre and Post Occupancy Program	750
Building Communities Initiative	200
Mega Resource Center	500
Totals	4300

Pre and Post Occupancy

Pre and Post Occupancy was designed under MTW to assist new and existing public housing residents with understanding their responsibilities as they apply to the lease; complying with the community service requirement; becoming self-reliant in the upkeep and maintenance of their units; and being informed on the resources and programs that

exist within their communities and Baltimore City. In FY 2011, ORS proposes to serve 750 residents through this training initiative.

Building Communities Initiative

The Building Communities Initiative was designed to address the growing challenge of the social integration of seniors and residents with disabilities in our mixed population sites with the intent of fostering positive and health interactions. The core component of the program is community boards consisting of both populations designed to intervene and negotiate conflict between the two groups as well as to develop programs and activities that promote safe and friendly environments. Eleven developments have boards developed. Successfully maintaining the boards continues to be a challenge due to staff shortages and leadership development issues at some developments. Plans are underway to provide more leadership development training and technical support to the resident councils at these sites. In FY 2010, two additional boards were proposed to be added. The goal for FY 2011 is to establish two additional boards at different sites. Staff will also continue to coordinate partnerships with major mental health agencies to help address some of the issues with the mixed population sites.

The second component of this initiative is the Adopt-A-Resident Program (ARP). ARP was designed to provide companionship and personal care assistance to senior and disabled residents. Volunteers are recruited to assist residents in the common areas of the buildings (community rooms and lounges). The program was also expanded to include educational and informational workshops, as well as social and recreational activities. In year 2010, HABC proposed to serve 250 residents and to recruit an additional 25 volunteers. In FY 2011, the goal will be to serve 200 residents and to recruit an additional 20 residents.

Youth Services

The establishment of youth clubs that provide young people an opportunity to develop leadership, advocacy, outreach and professional skills and serve as an outlet for constructive behavior was a goal under this MTW agreement. Clubs have been established at six (6) sites. The goal for FY 2011 is to establish three (3) additional clubs. Youth services were also expanded through our partnership with the Boys and Girls Club. Boys and Girls Clubs have been established at four (4) sites. These clubs bring a variety of leadership programs, life skills and prevention programs, arts and cultural, health and fitness awareness activities.

The proposed project for expanding youth services which included a collaborative partnership with an educational company and the Baltimore School System to develop alternative learning labs for drop-outs at selected public housing sites was put on hold pending continue dialogue with the Baltimore Public School System. The initiative cannot move forward without the approval and resources from the school system. Discussions will continue in FY 2011 to get this project approved and funded.

HABC/RAB Scholarship Program

The Scholarship program will continue as a partnership between Resident Services, Inc. and the Resident Advisory Board. The purpose of the Scholarship Program will be to provide assistance to public housing and HCVP student seniors planning to enter college. The program will be funded through sponsors and solicitations from foundations and private sector support. Scholarships will be provided to youth each year based on solicited funding. Six \$1,000 scholarships were provided in FY 2010 and a marketing strategy was developed. In FY 2011, this program will continue to offer scholarships based on the available funding.

Resource Development

In a time of limited resources, Resident Services, Inc. was established to help bring in additional services and resources to residents of public housing and to be an important avenue for funding and coordinating resident service programs. In FY 2010, RSI was successful in securing \$720,000 to hire three (3) service coordinators which supplemented the HABC on-site counseling staff. In FY 2011, the goal for ORS and RSI is to bring in an additional \$1 million in funding to support program activities. Due to the hard economic times resource development is very difficult. ORS will use the flexibility of its non-profit to maximize its resource development activities to help achieve this goal.

Self-Sufficiency, Personal Development and Supportive Service Programs

Self-sufficiency and supportive services are the cornerstones of the HABC ORS mission. Opportunities are provided through a service coordination and delivery system that includes partnerships with local agencies, non-profit organizations and employers. In addition to the Family Self-Sufficiency Program and the newly devised PACE initiative, HABC ORS will continue to provide a broad array of services to promote self-sufficiency and personal development among residents including: job training, employment readiness, placement and retention services offered through grants; Child Daycare Program; Our House Family Support Center; literacy training, driver education; computer training and crisis intervention.

Training and Technical Assistance for Resident Organizations

Public housing resident organizations are important partners to housing authorities in the development of programs and policies that serve residents in the communities. To support their ongoing development, training and technical assistance is provided to resident organizations (the HABC Resident Advisory Board and HABC Resident/Tenant Councils) to build their capacity to function as professional community-based organizations and assist them with resource development activities. Since MTW, ORS has provided technical assistance to over 20 resident councils in resource development, resulting in approximately \$50,000 of funding for programs and services. HABC will continue to explore ways to foster the development of highly functioning and capable resident organizations that are not only self-sufficient, but able to assist residents within their communities become self-sufficient through programs and services.

Resident Academy

In FY 2010, the plan for the development of the Resident Academy was initiated. The Academy represents HABC's commitment to foster leadership development and growth within the public housing leadership body. The primary goal of the Academy is to provide an institutional framework for building effective leadership and to empower greater resident participation in community and leadership activities. The initial development of the Academy included a structured plan coordinated with the RAB and the initiation of a series of training workshops. The development and implementation of the Resident Academy will continue in FY 2011.

IV. Long-Term MTW Plan

In its initial request for MTW designation, HABC expressed the intention to implement a number of initiatives in both the HCV and public housing programs to support neighborhood revitalization, reduce administrative costs and promote resident economic self-sufficiency.

HABC is committed to creating new affordable housing opportunities for City residents at a wide range of incomes. Within its financial constraints and the limits of the on-going Thompson Consent Decree, HABC plans to replace lost public housing units through the production of new homes for existing public housing residents and others with incomes that would qualify for public housing. In its redevelopment efforts, HABC will strive to create vibrant, mixed-income neighborhoods that will benefit both local residents and the wider community.

By making funds available to the public housing program utilizing MTW authority and an aggressive strategy for vacancy renovations/modernizations, HABC has been able to increase the number of households housed in public housing by 764 households between June 2006 and March 2010. In addition, as HABC nears completion of major renovation efforts to bring long-term vacant and uninhabitable units back on line, resources have shifted back to the Housing Choice Voucher program which has resulted in serving 1,719 more households during the same period (Excludes Substantial Rehab, New Construction and Thompson Tenant and Project Based Vouchers).

In the coming year, HABC will engage in a portfolio wide asset review leading to development of a strategic plan. The strategic plan will provide a roadmap and framework for future investments and development activities. Residents and other key stakeholders will be involved in the planning process. HABC will explore ways in which MTW flexibility can help to support the agency's ability to leverage both traditional and non-traditional sources of funding.

Other proposed long-term MTW initiatives include:

- Reducing the frequency of recertifications as a way to lower administrative costs, promote household savings, and minimize the burden imposed by this process on resident households. As noted in the Plan, HABC has implemented this initiative for Housing Choice Voucher participants, and intends to begin its implementation for Public Housing residents. Over the term of the MTW Agreement, HABC will also implement other MTW initiatives designed to simplify program administration and reduce costs;
- Implementing modified Project Based leasing programs to support City-sponsored targeted neighborhood revitalization. HABC has begun to implement an ambitious Project Based Voucher program that incorporates MTW flexibility and expands housing choice for program participants, as described herein. Utilization

of Project Based resources is a key component of HABC's neighborhood reinvestment, new housing production, Thompson Partial Consent Decree and Bailey Consent Decree production initiatives;

- Developing 1066 low-income rental units over the next ten years, as part of the City of Baltimore's plans to develop an overall total of 3,080 new housing units. MTW funds will be combined with Low Income Housing Tax Credits and other financial resources in support of this goal. Specific development plans are discussed in the Annual Plan.
- Streamlining income, deduction and rent calculation policies and procedures. For instance HABC is considering performing a full reexamination only every 36 months with expedited recertifications in the interim years.
- Retrofitting vacant public housing units to allow accessibility by persons with disabilities;
- Replacing or renovating several public housing sites that have substantial unmet capital needs. Utilization of MTW funding and development flexibility is an essential component of these efforts;
- Expanding resident access to employment, training and other supportive service programs. The Gilmor Homes demonstration will be expanded by combining rent reform initiatives with family savings tools and targeted employment, training and other supportive services for residents. HABC views the Gilmor Homes pilot as an opportunity to test out the efficacy of such policies in anticipation of implementing more broadly applicable MTW rent initiatives over the longer term. HABC intends to implement these initiatives in FY 2012, and,
- Establishing flexible homeownership initiatives that combine vouchers, soft second mortgages and family economic self-sufficiency components. As an example, HABC's Homeownership Plan uses MTW flexibility to promote first time home buying opportunities for public housing residents.

HABC will continue to pursue this long term vision – and identify new ways to utilize MTW flexibility in support of the MTW statutory objectives - over the ten-year term of the new MTW Agreement.

V. Proposed MTW Activities

This section of the MTW Annual Plan provides information on new MTW activities proposed for FY 2011. One new activity related to the public housing program is proposed:

Self-Certification of Assets - HABC will allow residents to self-certify income from assets with total asset values per household of less than \$5,000. This will reduce the time it takes to verify income and reduce the burden and cost for residents whose institutions charge them a fee for asset verifications. This rent simplification measure will increase efficiency without having any negative impact on rent revenue or increasing residents' rent. Since there will be no negative impact on residents, HABC will not have a transition period. Upon HUD approval, HABC will implement this initiative within 30 days.

In addition to implementing streamlining measures, HABC plans to undertake an extensive effort to develop a new rent policy designed to further streamline operations and increase resident self-sufficiency. HABC plans to adopt the new policy and implement it during FY 2012. A comprehensive planning and policy development effort will be conducted and will include staff, residents, and all relevant stakeholders.

For newly proposed MTW activities, HABC has identified in Table 15: baseline information; benchmarks to be achieved; data to be collected and measured; and, proposed outcomes. Internal reports will be generated on a periodic basis as required to assess performance against proposed targets. Quarterly internal reviews will be conducted with program staff and management to review and evaluate results and, if necessary, to modify proposed strategies to improve results. Annual evaluation results will be reported as appropriate in the MTW Annual Report.

**Table 15:
Proposed MTW Activities for Public Housing**

Activity	Statutory Objective	Projected Impact	Baseline and Benchmarks	Data Collection Process	MTW Authorization	Hardship Policy
To streamline operations, HABC will allow residents to self-certify income from assets with total asset values per household of less than \$5,000.	This will promote the statutory objective of improving efficiency and reducing cost in federal programs by simplifying program administration.	This will reduce the time it takes to verify income and reduce the burden and cost for residents whose institutions charge them a fee for asset verifications. It will not have a negative impact on rent revenue or increasing rent for residents. The maximum rent income from assets is \$2,187 for all residents with assets under \$5,000. If there is any rent loss due to unreported assets, the maximum rent loss will be 7 one thousands of a percent annually, extremely insignificant.	Time spent on verification of assets for each tenant ranges from 10 minutes to 30 minutes. In June of 2010, 639 tenants reported assets valued less than \$5,000. HABC will save a minimum of 106 staff hours per year from this initiative.	Internal data collection of staff time allocated to these tasks and estimates of costs to residents of verifications.	MTW Agreement Attachment C, paragraph C.4.	Since rent will continue to be income-based, there is no additional need for a hardship policy beyond HABC's existing policies. Since there will be no negative impact on residents, HABC will not have a transition period. Upon HUD approval, HABC will implement this initiative within 30 days.

VI. Ongoing MTW Activities

In addition to utilization of MTW Block Grant flexibility to support critical capital and development efforts and the proposed new activities discussed in Chapter V, HABC continues to implement a wide array of MTW activities in support of HABC's mission and the national MTW statutory objectives.

For MTW activities approved prior to 2010, HABC will develop benchmarks and metrics as part of the Annual Report process. HABC will continue to monitor and evaluate MTW activities during FY 2011. At this point, HABC does not intend to use external evaluators for new or ongoing MTW initiatives. Internal reports will be generated on a periodic basis to assess performance against proposed targets. Quarterly internal reviews will be conducted with program staff and management to review and evaluate results and, if necessary, to modify proposed strategies to improve results. Annual evaluation results will be reported as appropriate by HABC in the MTW Annual Report.

Table 16 summarizes previously approved, ongoing MTW activities in the public housing program.

**Table 16:
Ongoing MTW Activities for Public Housing**

MTW Plan Year	Activity	Description	Planned Changes	Status
2006	Two Year Recertifications	HABC is responsible for reexamination and verification of household income, household composition and other eligibility data. The HABC will generally conduct a full reexamination of household income and composition for all fixed income households one time every twenty-four (24) months.	None	Initial implementation effective as of 2010
2006	Family Self Sufficiency	HABC established a combined Public Housing and HCV Family Self Sufficiency program. Program requirements vary from the existing regulatory framework: 1) eliminated mandated thresholds for number of participants in the HCVP program and expanding the program to include public housing residents; 2) enhanced program design to target the populations in need; 3) focused outcomes toward homeownership and unsubsidized economic independence; 4) changed the maximum contract period from five (5) to four (4) years; and developed new procedures/regulations regarding the release of the escrow funds. In addition, to maximize program effectiveness a caseload limit was set for staff to client ratio of 1:75.	None	Implemented as of 2006

MTW Plan Year	Activity	Description	Planned Changes	Status
2006-08	Capital Plan	HABC uses the funding flexibility allowed under the MTW Agreement to fund critical capital and development items including retrofitting of public housing units to meet the requirements of the Bailey Consent Decree and other authorized purposes.	None	Implemented as of 2006
2009	Homeownership Plan	HABC modified its existing Section 32 Homeownership Plan. It incorporates a number of features that differ from the standard Section 32 homeownership requirements including, but not limited to: HABC's plan does not place a firm cap on the percentage of adjusted income that is considered "affordable" for homeownership purposes; HABC extends the recapture period for net sales appreciation to a total of 10 years using a declining scale; and, HABC's plan is open in terms of timetable and the number of scattered site units to be covered under the Plan, i.e. potentially over time, all scattered site units could be eligible for homeownership for qualified households.	None	Implemented as of 2009
2009	TDC Limits	HABC has established a local Total Development Cost policy for the Thompson 58 scattered site acquisition program.	None	Implemented as of 2009
2010	Gilmor Self-Sufficiency Initiative	This activity will simplify rent policy for staff and residents; encourage employment, job retention, and wage progression; and provide increased resident choice by providing residents with an additional rent policy option and applicants with a choice of the demonstration site with its enhanced self-sufficiency services and rent policy versus other available public housing sites	None	Implemented as of 2010

Table 17 summarizes previously approved, ongoing MTW activities in the leased housing program, including activities applicable to the HCV program and/or the Special Mobility Program.

Family Self-Sufficiency

The Family Self-Sufficiency Program as restructured under MTW will continue this year. Program changes under MTW included: 1) eliminating mandated thresholds for number of participants in the HCV Program and expanding the program to include public housing; 2) enhancing the program design to target populations in need; 3) focusing outcomes toward homeownership and unsubsidized economic independence; 4) changing the maximum contract period from five (5) to four (4) years; and developing new procedures/regulations regarding the release of the escrow funds. A staff to client ratio was also set at 1:75. In FY 2010, two staff

positions funded under the Department of Social Services (DSS) were eliminated due to program funding changes. Based on expected staffing patterns for FY 2011, in FY 2011 the program will continue to serve 300 residents.

**Table 17:
Ongoing MTW Activities for Leased Housing**

MTW Plan Year	Activity	Description	Planned Changes	Status
2006	Risk Based Inspections	HABC is moving to a Risk-Based inspection process in order to ensure that the highest housing quality standards are maintained and that HABC resources are utilized in an efficient and effective manner. Units, which have consistently met annual inspection standards, will be inspected every two (2) years. Units, which do not have such a track record, will be inspected annually. HABC reserves the right to set and modify the inspection schedule for each unit. Special inspections may be scheduled at any time at HABC's discretion.	None	In planning stage
2006	Two Year Recertifications	HABC is responsible for reexamination and verification of household income, household composition and other eligibility data. The HABC will conduct a reexamination of household income and composition for all households one time every twenty-four (24) months. The 24-month reexamination policy does <u>not</u> apply to: <ul style="list-style-type: none"> • Residents living in Mod Rehab and Mod Rehab SRO units • Residents with other vouchers that do not qualify based on HUD funding restrictions. • Residents with Homeownership vouchers 	None	Implemented in 2007
2006	Limits on Project Based Vouchers	HABC reserves the right to allocate up to 30% of its Tenant Based HCV funding for Project Based Vouchers and also to waive the per-building and per-project cap on the percentage of units, which may be designated as project-based units.	None	Implemented in 2006
2006-08	Special Admin Plan	To facilitate the activities required under the Thompson Partial Consent Decree, several MTW-related activities have been incorporated into the Special Administrative Plan. As such, these apply to the units administered by MBQ: <ul style="list-style-type: none"> • Implementation of exception payment standards subject to funding availability • Verification of eligibility allowable up to 180 days before issuance of voucher or tenant enters into project-based lease • Recertifications conducted every 24-months • Implementation of risk-based inspections 	None	Implemented in 2006
2007-2008	Project-Based Transitional Housing	As provided under the MTW Agreement HABC is authorized to waive certain provisions of 24 CFR 983.53 in order to pay Project Based Voucher assistance for units in a transitional housing facility. Such authorization increases housing choices for low-income families.	None	In planning stage
2009	Special Admin Plan	The Special Administrative Plan was modified to reflect previously approved activities that have not yet been implemented related to the Project Based Voucher program: <ul style="list-style-type: none"> • Allow floating units instead of identifying specific units in the HAP contract 	None	Implemented in FY 2010
2009	Section 811 Supportive	HABC may combine capital funds made available from voucher or public housing funds with 811 funds to create	See proposed	Implemented in FY 2009.

MTW Plan Year	Activity	Description	Planned Changes	Status
	Housing	units for non-elderly persons with disabilities pursuant to the Bailey Consent Decree. HABC will make these funds available through a competitive process and will require developers to demonstrate through specified documentation that the project has a gap that cannot otherwise be addressed.	change described below.	
2009	Payment Standards at the 50th percentile	As an alternative to using the HUD published Fair Market Rent (FMR) as the basis for determining its Payment Standards, HABC will use the HUD-published 50th percentile rent estimates.	None	Implemented in 2009
2010	Unit sizes	The HCV Administrative Plan was modified to require participating families to select a unit size consistent with and not greater than the unit size listed on their voucher. Exceptions to this rule may be granted at the discretion of HABC where the voucher holder can demonstrate that a good faith and exhaustive effort has been made to find an appropriately sized unit or based on a reasonable accommodation request	None	Implemented in 2010
2010	Project Based Voucher	The HCV Administrative Plan was modified to allow HABC to enter into Project-Based Voucher HAP contracts for greater than 25% of the units in a project/development regardless of the family or household type that will occupy the units provided that the households must be eligible.	None	Implemented in 2010
2010	Project-Based Voucher	The HCV Administrative Plan was modified to allow HABC to enter into Project-Based Voucher HAP contracts for greater than 25% of the units in a building regardless of the family or household type that will occupy the units provided that the households must be eligible.	None	Implemented in 2010
		HABC will create a Housing Assistance Payment (HAP contract to: increase the term of the contract from 10 to 15 years; reflect the owner's obligation to request renewals of the HAP contract for PBV's to subsidize NED residents in LTA units; and set forth what public housing rights, privileges and benefits must be afforded the NED residents in LTA units.	None	Implemented in 2010

Proposed Change to approved Section 811 Activity:

HABC may require that the Section 811 units be tenanted only by non-elderly persons with disabilities with active applications on HABC's HCVP waiting list. In these cases, property management of included units will request and receive referrals from HABC and will be required to offer tenancy to persons meeting site eligibility requirements in the order in which names appear on the referred list.

For the purposes of meeting its obligations under the Bailey Consent Decree these units will be counted toward the total number of required project-based units. An HABC-referred person who accepts an offer of tenancy at one of the included units will have his/her HCVP application placed in an inactive status for a minimum of one year from the date of occupancy of the unit. At the end of that period, the applicant may request reactivation of his/her application. HABC will then reactivate the application with its original application date. While this change to our

waiting list policy and procedures does not require any additional MTW flexibilities, it was included in Volume 2 of the FY 2011 Annual Plan (the HCV Administrative Plan), Chapter 20.

VII. Sources and Uses of Funding

This section of the Annual Plan describes HABC's planned sources and uses of MTW, State and Local funds. Planned sources and uses for other HUD, other federal and other Non-MTW funds are described in Chapter III. This financial plan is compiled based on current information and HUD's anticipated funding level as of January 2011. It is subject to revision as conditions and/or assumptions change.

A. Planned Sources and Uses of MTW Funding

HABC's Moving-to-Work (MTW) Block Grant includes three major funding sources:

- Low Income Public Housing (LIPH)
- Section 8 Housing Choice Voucher (HCV)
- Capital Fund Program (CFP) /Replacement Housing Factor Fund (RHFF)

Table 18 and the following notes provide information on planned sources of MTW funds for FY 2011.

**Table 18:
FY 2011 Planned Sources of MTW Funds**

Sources	Total MTW
Net Tenant Revenue	30,879,556
Tenant Revenue Other	247,943
Total Tenant Revenue	31,127,499
Housing assistance payments	137,639,966
Program Reserve - HCV	9,139,027
Ongoing administrative fees earned	11,888,675
FSS Coordinator	-
HUD Operating Grants	95,135,105
Total Operating Grants	253,802,773
Capital Grants - Hard cost Only	16,473,374
Investment Income	284,384
Fraud recovery	15,000
Other Revenue	1,332,136
Total MTW Source	303,035,166

Notes to Sources:

1. Net Tenant revenue is planned at a 97.5% occupancy rate. Rental income is not anticipated to rise based on tenant income due to current economic hardships.
2. Tenant Revenue Other represents estimated income from various transactions such as warrant, court and maintenance costs anticipated during FY 2011.
3. HABC's Total Operating Grants include the following funding:
 - Section 8 HCV Housing Assistance Payments subsidies are planned at 99.1%, which is the same funding level as the current FY 2010.

- Program Reserve – HCV is a limited funding source to fill the funding gap for the Thompson consent decree vouchers. FY 2011 HAP funding from HUD for Thompson is estimated to have a shortfall of approximately \$4.3 million. In addition, Quadel’s mobility counseling contract cost is estimated at \$4.8 million. The limited program reserve will be used to pay for these two estimated amounts in FY 2011.
 - Ongoing administrative fee earned is calculated based on current rates with an estimated proration at 90%.
 - HUD Operating Grants include Public Housing Subsidies budgeted at a full funding level and Capital Fund soft costs for planned operating activities.
4. Capital Grants – Hard Costs funding is based on planned capital improvement and construction activities as described in the capital improvement plan.
 5. Investment Income is based on a short-term interest rate on the estimated average daily cash balance.
 6. Fraud Recovery is for recovery of funds from the Section 8 HCV program.
 7. Other Revenue is related to vending machines, roof top antenna income, and lease income from the public housing program. It also includes the Abel Foundation grant for the Section 8 HCV program.

Table 19 and the following notes provide information on planned uses of MTW funds for FY 2011.

**Table 19:
FY 2011 Planned Uses of MTW Funds**

Uses	Total MTW
Administrative	12,461,547
Public Housing - Sites Management	12,875,359
Section 8 HCV Management	12,863,805
Tenant Services	3,973,241
Utilities	31,664,676
Ordinary Maintenance & Operations	33,340,239
Protective Services	3,067,547
General Expenses	23,923,149
Total Operating Expenses	134,169,563
Extraordinary Maintenance	400,000
Casualty Loss	400,000
Housing Assistance Payments	150,360,792
Hard Costs	24,221,192
Total MTW Uses	309,551,547

HABC’s projected total MTW uses of funds is \$309,551,547 for the fiscal year ending June 30, 2011. Uses of funding exceed sources of funding by \$6,516,381. As permitted under the MTW Agreement, HABC plans to apply the prior year’s Section 8 HCV HAP Reserve in the amount of \$7,304,420 to pay for several capital improvement activities in FY 2011. We also project a small surplus of \$697,797 for Thompson operating reserves, which will be used for future Thompson related expenditures.

Notes to Uses:

1. Administrative expenses include salaries and benefits for administrative and CFP/RHFF programs staff. This line item also includes funding for planning and consultant fees to conduct a physical needs assessment and a portfolio strategic plan process as well as other planning fees such as legal, utility and IT consultants. Also included are administrative operating expenses such as office rent, telephone, computer materials and contracts, postage and supplies.
2. Public Housing – Site Management includes salaries and benefits for Housing Management staff at the Asset Management Project (AMP) levels. Also included are their respective operating expenses such as telephone, computer materials and contracts, postage and supplies.
3. Section 8 HCV Management includes salaries and benefits applicable to the administration of the Section 8 HCV program. It also includes \$4.8 million for Quadel's contract costs to administer the Thompson consent decree vouchers and \$600,000 for the Mobility Counseling contract in accordance with the Bailey consent decree. Also included are operating expenses such as office rent, telephone, computer materials and contracts, postage and supplies.
4. Tenant Services includes salaries, benefits and related materials and supplies used to support tenant councils and the Resident Advisory Board, and to provide direct services to residents of public housing.
5. Utilities include expenses for water, electricity, gas, steam and fuel consumed by the Housing Authority AMPs. A 5% increase in utility rates has been assumed for utility costs. HABC continues to exercise prudent procurement actions to achieve favorable utility rates. Utility consumptions are adjusted based on addition or demolition activities planned for the fiscal year. The Energy Performance Contract (EPC) impact has not yet occurred; therefore, it is not included in the utility costs projection.
6. Maintenance & Operations include salaries and benefits of maintenance workers and crews assigned to public housing units. It also includes maintenance materials, maintenance contracts used for ordinary maintenance operations and unit turn-around efforts. This category also includes outside contract costs to privatized firms, which manage some of HABC's public housing and affordable housing units.
7. Protective Services includes salaries, benefits and other related costs of building monitors assigned to public housing developments.
8. General Expenses (non-capitalized) include insurance premiums for general liability, worker's compensation, automobiles, compensated absences, etc. This category also includes collection losses for uncollected rent, a \$6.5 million Debt Service Repayment from the Capital Fund Program to repay the State Capital Anticipation Loan Proceeds from the sale of bonds by the State of Maryland, as well as the annual Other Post Employment Benefits (OPEB) Cost as required under GASB Statement No. 45.
9. Extraordinary Maintenance budget is set aside for unforeseen break down of heating systems, boilers, chillers, etc.
10. Casualty Loss is estimated for unforeseen repairs and losses at public housing units that are not covered by insurance carriers.
11. Housing Assistance Payments (HAPs) include rent subsidies paid to landlords and utility assistance paid to tenants under the Section 8 HCV program. The HAP amount also includes payments for Thompson consent decree vouchers in FY 2011.

12. Construction (Hard) Costs in FY 2011 is planned for capital improvement activities including 504 UFAS and ADA Compliance, security and safety projects, marketability and viability of existing portfolio, improvement of major systems, infrastructure, extraordinary maintenance, demolition of distressed housing developments, and creation of economically diverse stable neighborhoods using the mixed finance development approach by leveraging the MTW Block Grant. Two major items are discussed as follows:

- Barclay – The Barclay redevelopment project is a neighborhood scale revitalization effort to renovate or construct approximately 322 mixed-income housing units. The first phase of the project will include renovation of 72 total units, 53 public housing units and new construction of 19 units supported with Project Based Vouchers. HABC has procured Telesis as its development partner in the redevelopment of the Barclay neighborhood.
- Other major construction cost include piping modernization project at Cherry Hill Homes in the amount of \$2,571,160, authority-wide development activities and non elderly disabled units in the amount of \$3,487,070

Capital Improvement activities are discussed in more detail in Chapters II and III.

B. Planned Sources and Uses of State and Local Funds

Programs that are included in the State and Local Funds category include the following funding sources:

- City of Baltimore – Capital Improvement Program
- City of Baltimore - Housing and Community Development (HCD) pass-through reimbursable expenses
- Various Resident Services Grants

Table 20 and the following notes provide information on planned sources of State and Local Funds for FY 2011.

**Table 20:
FY 2011 Planned Sources of State and Local Funds**

Sources	Total State and Local
Other Government Grants	1,800,738
Other Revenue	10,354,660
Total State & Local Sources	12,155,398

Notes to Sources:

- a. Other Government Grants funding is from the Department of Social Services and the Maryland State Department of Education to provide funding for the Family Self-Sufficiency and Child Care Program.
- b. Other Revenue for pass-through activities is for expenditures in which HABC receives instantaneous reimbursements from the City of Baltimore. It also includes City’s funding for joint-venture development activities being provided by HABC's force-labor department (HABCco).

Table 21 and the following notes provide information on planned uses of State and Local Funds for FY 2011.

**Table 21:
FY 2011 Planned Uses of State and Local Funds**

Uses	Total State and Local
Administrative	5,301,750
Tenant Services	2,019,243
Utilities	-
Ordinary Maintenance & Operations	3,715,950
Protective Services	-
General Expenses	1,118,455
Total State & Local Uses	12,155,398

Notes to Uses:

- 1. Administrative expenses are primarily for salaries and benefits of the pass-through activities from the City of Baltimore. HABC receives instantaneous reimbursements from the City for these activities.
- 2. Tenant Services expenses are related to staffing and program costs to support day care activities at Heritage Crossing, Pleasant View Gardens, as well as Family Self-Sufficiency program services to residents for job placement and case management.
- 3. Ordinary Maintenance & Operations expenses are related to non-capitalized activities from the City’s funds for joint venture development being provided by HABC’s force-labor department (HABCco). It also includes funding for development activities such as Barclay Neighborhood Revitalization, curb cuts in accordance with the Bailey consent decree and continued acquisition of the Thompson Broadway 58 units.
- 4. General Expenses include the applicable portions for the State and Local Funds of the insurance premiums for general liability, worker’s compensation, automobiles, compensated absences, etc, as well as the annual Other Post Employment Benefits (OPEB) Cost as required under GASB Statement No. 45.

C. Planned Sources and Uses of Central Office Cost Center

This section is not applicable to HABC.

D. Local Asset Management Plan

HUD previously approved HABC's Local Asset Management Program as part of the Annual Plan submission for FY 2010. Proposed updated cost allocation calculations for FY 2011 are included in Appendix C.

E. Single Fund Flexibility

The MTW Agreement allows HABC to combine public housing operating and capital funds (including replacement housing factor funds) provided under Section 9, and tenant-based voucher program funds provided under Section 8 of the 1937 Act into a single, authority-wide funding source. HABC uses this combined funding source to carry out MTW program activities in support of MTW statutory objectives.

The following activities will take place in FY 2011 using single fund flexibility concept:

- Due to inadequate funding for capital activities, HABC plans to supplement various capital improvements as detailed in the FY 2011 Capital Spending Plan using single fund flexibility concept. Use of single fund flexibility for this purpose allows HABC to address the enormous backlog of unfunded capital needs at its public housing developments.
- As outlined in the previous year's financial plan strategy, a portion of the cumulative HAP funds will be utilized to support HABC's housing development. For this activity, use of single fund flexibility allows HABC to support neighborhood revitalization and increase the supply of affordable housing for low-income households.
- In FY 2011, some public housing operating funds will be used to supplement the anticipated increased HAP expenditures for the HCV program due to aggressive lease-up efforts and inadequate funding for the HCV Program. Use of single fund flexibility for this purpose allows HABC to provide rental assistance to a larger number of eligible households

To comply with the requirements of GASB Statement No. 45, HABC recognized Other Post Employment Benefit (OPEB) expenses and liability beginning in FY 2008. The total estimated OPEB funding need of \$5 million is spread over various programs. Without additional funding provided by HUD, single fund flexibility is used to offset these expenditures in MTW Block Grant activities relating to post retirement benefits such as health care, prescription drug, dental, vision, and life insurance to qualified retired employees and their dependents. Substantially all employees who retire or are disabled directly from HABC become eligible for these benefits.

VIII. Administrative

The following section of the Plan provide a series of appendixes including materials required by HUD pursuant to the MTW Agreement and other information provided by HABC to inform HUD and the public of its MTW activities. The following is a list of appendixes:

Appendix A: Board Resolution Adopting the Annual MTW Plan & Certification of Compliance

Appendix B: Asset Management Table

Appendix C: FY 2011 Proposed Cost Allocation Methodology & Local Asset Management Plan

Appendix D: Certifications (Previously submitted electronically to HUD)

- HUD-50071 – Certification of Payments to Influence Federal Transactions
- SF-424 – Application for Federal Assistance
- HUD-52723 – Operating Fund Calculation of Operating Subsidy

Appendix E: Summary of Proposed Changes to HCV Administrative Plan

Appendix F: Summary of Proposed Changes to the Thompson Special Admin Plan

Appendix G: Summary of Proposed Changes to the Admissions & Continued Occupancy Plan

Appendix H: Waiting List Demographics

Appendix I: Forms HUD 50075.1 ARRA Annual Statements (Competitive)

Appendix J: Forms HUD 50075.1 ARRA Annual Statements (Formula)

Appendix K: Changes to the Annual Plan